



CITY OF KINGSTON
REPORT TO LVEC STEERING COMMITTEE

Report No.: LV04-001

TO: Chair and Members of the Large Venue Entertainment Centre (LVEC) Steering Committee

FROM: Don Gedge, Director, LVEC Project

PREPARED BY: Charmaine Burrows, Executive Assistant to the CAO

DATE OF MEETING: 2004-10-19

SUBJECT: Workplan

RECOMMENDATION TO COMMITTEE:

It is recommended that the Workplan be considered by the LVEC Steering Committee for recommendation to City Council.

ORIGIN/PURPOSE:

The purpose of this report is to provide the Committee with the Long Term and Short Term Work Plans for recommendation to City Council.

OPTIONS/DISCUSSION:

EXISTING POLICY/BY-LAW:

N/A

LINK TO STRATEGIC PLAN:

Culture, Recreation, Parks & Heritage
Economic Prosperity

FINANCIAL CONSIDERATIONS:

None at this time

CONTACTS:

Don Gedge	Director of LVEC Project	546-4291 ext. 1271
Bert Meunier	Chief Administrative Officer	546-4291 ext. 1214

DEPARTMENTS/OTHERS CONSULTED AND AFFECTED:

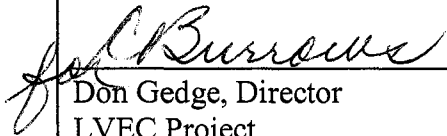
Department of Planning & Development Services, Engineering Division

NOTICE PROVISIONS:

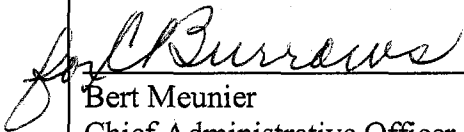
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APPENDICES:

Appendix A – Work Plan – Long Term and Short Term



Don Gedge, Director
LVEC Project



Bert Meunier
Chief Administrative Officer

Work Plan:
Development of Kingston's Sports and Entertainment Centre ("LVEC")

1.0 Introduction

The following is a first draft of a work plan aimed at opening the new LVEC in August of 2007. As more knowledge is acquired, this draft will be modified over the next two to three months. Thereafter, it will be reviewed and updated every six months.

2.0 Philosophic Considerations and Project Scope

Over more than fifty years the Memorial Centre has served the community well and been the community focal point for the presentation of arena events. As has been the case for similar facilities in other communities such as Barrie, Sarnia, London and Oshawa, this venue has reached the end of its life cycle and needs to be replaced by a new sports and entertainment centre.

The proposed waterfront location for the new venue has the potential for having a spectacular building which will act as an anchor for extending the city's downtown core and for further differentiating Kingston from other North American cities. In addition, together with the proposed multi-rink recreation complex and Kingston's geographic location, it will help Kingston to become the preferred destination in Central and Eastern Ontario for hockey tournaments, figure skating competitions and skills development schools/camps. Finally, it will become a catalyst for a renewed sense of community pride. This project is ranked in the top three Council development priorities. The fact that community leaders have volunteered their time to serve on the LVEC Task Force and the LVEC Steering Committee is also indicative of the importance of this project to the community.

In moving forward with this project it is essential that the process becomes a "grass roots" driven project. If this approach is successfully implemented, concerns with respect to having a transparent process, will be dispelled.

To help focus the efforts of the Project Manager and the Steering Committee on the completion of the LVEC project in 2007, their mandate will assume that, subject to a successful feasibility study, the site selection is completed, issues relating to the re-purposing of the Memorial Centre and adjacent land will be the responsibility of the Commissioner of Community Services and the proposed recreation complex will also be handled by the Commissioner of Community Services. The Project Manager and Commissioner will work closely to ensure all decisions are complementary and in the best interests of the City's taxpayers.

3.0 Committees

3.1 Steering Committee

Composed of representatives from Council and the community, the Steering Committee will oversee the development process and act as a sounding board and as a source of ideas for the CAO and Project Manager. It will meet monthly or more often on an as needed basis. Prior to going to Council, recommendations will be reviewed by the Steering Committee.

3.2 Stakeholders Group

In a report to Council, the CAO recommended a Stakeholders Group be formed ".....to provide input from the eventual user groups, the community interest, and other supporters or affected parties like the surrounding residents and Downtown BIA." They will help provide input into the functional design and content of the proposed new building. The objective is one of ensuring the building meets all of the users' needs and has an internal and external design which is unique to Kingston, making the building a land mark which is a source of community pride. Because recreation activities are an important activity in the LVEC and the multi-rink complex and the possibility of complementary designs/Kingston themes, it would be useful to have the same user group representatives on the Stakeholders Group for both buildings.

3.3 Technical Advisory Group

To minimize the need for external consultants and expedite work on the project, on a day-to-day basis the Project Manager will have access to designated professionals from the various City Departments Group meetings will be called on an as needed basis.

4.0 Communications

4.1 Committees

Council and members of the above committees should all be well versed on the project and be in a position to answer questions which may arise in the community.

4.2 The LVEC Website

The LVEC Website is attached to the City website and contains the most recent public documents. This site should be expanded to create a site encouraging public input ranging from questions to ideas aimed at improving the process and/or the proposed building. The Project Manager would be responsible for responding to questions and ideas, including questions which have or are being raised on the Kingston Electors website www.Kcal.ca and the Williamsville Residents Association's site www.williamsville2005@yahoo.ca.

4.3 Informal Meetings with Residents and Special Interest Groups

With a view to improving communications, the Project Manager will meet with concerned individuals in the community and volunteer to meet on an informal basis with representatives from special interest groups.

4.4 Town Hall/Public Meetings

Twice a year public meetings will be scheduled to give all stakeholders a progress report and receive input on any concerns or ideas. The first meeting will be scheduled for March, 2005. Based on ongoing progress, input from Council, the above Committees and the web site, this meeting date may be moved forward to an earlier date or moved back to a later date. The important consideration here is to be proactive in working with the community but not to schedule meetings for the sake of having meetings.

5.0 Timing of Key Deliverables

The deadline set by the Mayor for the ground breaking is October of 2006. From a theoretical perspective, the ideal time for opening a sports and entertainment centre is August 1st. This provides a month to smooth out operations prior to the winter season beginning for recreation ice sports and the beginning of the OHL season for the Kingston Frontenacs. This timing will also help in scheduling "acts" in the complex during the fall and winter months.

From a pragmatic perspective, one doesn't want to open a sports and entertainment complex after the month of October. Unless there is a significant shortage of recreation ice or a recreation facility is going to be closed, after opening the new complex, users will become concerned that the actual opening will be further delayed and therefore will book their winter ice in another facility. This delay can also affect season ticket sales and advertising sales for the Frontenacs and first year suite and club seat leases. The end result is that the complex may finally be opened only to incur significant operating losses in the first year.

The following schedule of critical dates works backwards from an opening date of August 1, 2007.

Activity	Target Date
Opening of LVEC	August 1, 2007
Begin Construction (15 mos.)	May 1, 2006
Detailed Drawings (3 mos.)	February 1, 2006
Complete Agreement	January 1, 2006
Issue Request for Proposal (RFP)	September 1, 2005
Short List RFP Candidates	August 15, 2005
Issue Expression of Interest (EOI)	June 15, 2005.

Using a design build construction methodology, the above schedule represents an ideal situation. This schedule can be shortened by three or four months and the scheduled opening date can be pushed back to October. The more the time lines are compressed, the greater the risk of construction cost over-runs and/or errors in construction.

Given the above schedule, critical activities to be completed, or are assured of being completed, on a timely basis prior to issuing the EOI include:

- A Business Plan detailing, within a reasonable degree of accuracy, the capital costs of acquiring and preparing the site, the cost of constructing and outfitting the building and twenty year operating pro forma financial statements. The Business Plan will assume the new complex is constructed and operated by the City. This document becomes the basis for identifying the monies needed to build and operate the complex and, if warranted, the benchmark for measuring the relative value of a potential private public partnership (P3).
- Completion of all necessary site work, including purchasing the privately owned parcels on the site.
- Identification and analysis of financing alternatives leading to conditional Council approval of a financing plan.
- A long term tenant Agreement with the Kingston Frontenacs.
- If possible, the conditional sale of Naming Rights for the complex.

Short Term Work Plan: October 1, 2004 to December 31, 2005

Introduction

The following sequence of Tasks and their associated timeframes assume that no major problems arise having the effect of materially changing the sequence of events and/or timeframes. Examples of circumstances which may arise are:

- The site evaluation process concludes that the site is not feasible and therefore another site needs to be evaluated.
- To complete the site work, the portion of the basin cutting into the site needs to be filled in leading to the need for further, and potentially time consuming, environmental approvals.
- The Wellington Street environmental assessment process is contested leading to the extension of the process from October, 2005 to October, 2006.

Task 1.0 Appoint a Technical Advisory Committee

Timeframe: October, 2004.

Objective: To minimize outside consulting expenses and to help expedite decision making, appoint a committee of in-house technical experts.

Program: Committee to be appointed by the CAO and Commissioners.

Deliverable: The Technical Advisory Committee.

Task 2.0 Appoint the Stakeholders Group

Timeframe: January, 2005.

Objective: To have a committee of stakeholders from the community to assist in functional design of the LVEC and multi-rink complex, to act as a sounding board for ideas and to help facilitate effective communications with the community.

Program: Council, user groups, City staff and community leaders will be asked to recommend individuals for this committee. The size of the committee will be twelve members and the committee will meet quarterly.

Deliverable: The Stakeholders Group.

Task 3.0 Expand the City's LVEC Web Site

Timeframe: October and November, 2004.

Objective: To modify the web site with the objective of encouraging an improved of questions and ideas.

Program: The existing City LVEC web site will be modified to give individuals the ability to pose questions and suggest ideas/concepts. The Project Manager will be responsible for responding to questions /ideas within a reasonable timeframe.

Deliverable: A revised LVEC web site.

Task 4.0 Development of a LVEC Business Plan

Timeframe: October, 2004 to January, 2005.

Objective: To construct a Business Plan for the LVEC, including capital costs, twenty year operating cash flows and financing alternatives.

Program: The Public Sector Comparator (PSC), developed for the construction of a 5,000 seat sports and entertainment centre in Oshawa will be used as the basis for the Business Plan/ PSC for the slightly larger Kingston LVEC. Completed in June of 2004, the Oshawa PSC is being used by the City as a benchmark for assessing the merits of proposals from three private sector development consortiums. Oshawa officials and the private sector

consortiums will be interviewed to update the Oshawa PSC. A Kingston PSC will then be developed using data unique to the Kingston LVEC.

Deliverable: Based on the assumption that the City constructs and operates the new LVEC, a Business Plan/PSC.

Task 5.0 Meetings with Operators of Sports and Entertainment Complexes

Timeframe: October and November of 2004.

Objective: To determine whether the facility operator should be a third party operator hired on an independent basis.

Program: With the exception of the sports and entertainment complex built in Barrie, the approach used by cities constructing these facilities has been one of entering into P3 Agreements with development consortiums composed of a facility operator, an architect, a general contractor and a financial broker. These P3 agreements normally extend over the life of the complex. As such, over the long term only the facility operator is goal congruent with the City. The other members of the consortium do their work earn their fees and leave. For this reason, it makes sense to have the operator hired first and then having the operator and the City conduct the RFP for the architect and general contractor. This approach assumes the City wants a third party operator, the operator is prepared to invest in the venture and the operators are prepared to agree to this approach. Through meetings with established operators, the merits of this approach will be assessed.

Deliverable: A Memorandum reporting on the results of these meetings.

Task 6.0 Site Purchase

Timeframe: October, 2004 to September, 2005

Objective: To ensure the site for the LVEC is purchased prior to initiating the RFP process.

Program: One to two acres of the proposed LVEC site are owned by two entrepreneurs with on-site businesses. A negotiating process will be initiated aimed at helping the individuals meet their business needs and paying fair value for the land.

Deliverable: The titles to the land.

Task 7.0 Site Concept Plan

Timeframe: October and November of 2004.

Objective: To ensure the selected site can accommodate the proposed building.

Program To accommodate the proposed LVEC building, the site needs to be able to handle a building footprint of about 100,000 sq. ft., including reasonable access for tractor trailers. An architect who has built similar sports and entertainment centres will be asked to provide ideas as to how the building can be located on the site.

Deliverable: Concept drawing(s).

Task 8.0 Traffic and Parking Study

Timeframe: November, 2004 to March, 2004.5

Objective: Together with the traffic study conducted for the expansion of Wellington Street, a traffic study will be done to assess the impact of LVEC traffic on the adjacent neighbourhood. Included in this study will be a parking study to determine the adequacy of available parking for the complex.

Program: A Request for Proposal (RFP) will be issued to qualified consulting firms.

Deliverable: Consultant's report.

Task 9.0 Phase 1 and Phase 2 Environmental Report: City Owned Property

Timeframe: October, 2004 to January, 2005.

Objective: To ensure there are no environmental issues.

Program: Hire a consultant to complete the study.

Deliverable: Consultant's report.

Task 10.0 Phase 1 and Phase 2 Environmental Report: Privately Owned Land

Timeframe: April to June of 2005.

Objective: Prior to the land purchase closing, to ensure there are no environmental issues.

Program: A Phase 1 and Phase 2 Environmental Study was done on the property in 1995. No major problems were identified and the owners have said they have operated prudently since that date. The purchase price for the property will be conditional on a new Phase 1 and Phase 2 Environmental Study being completed.

Deliverable: Consultant's report.

Task 11.0 Geotechnical Study

Timeframe: November, 2004 to January, 2005.

Objective: Prior to concluding the land purchase, to be assured that the land will support the building at a reasonable construction cost.

Program: Issue a Request for Proposal (RFP) to qualified consulting firms.

Deliverable: Consultant's report.

Task 12.0 Storm Water Management Plan

Timeframe: April, 2005 to June, 2005

Objective: To have a storm water management plan in place prior to construction.

Program: An approach to storm water management has been determined. City engineering resources will complete the study.

Deliverable: Report on storm water management.

Task 13: Property Appraisal

Timeframe: February, 2005 to March, 2005

Objective: To provide a basis for determining the value of the land being purchased.

Program: At the City's expense, the land owners will be asked to have their appraiser value their property. This valuation will be used to determine the purchase price for the land.

Deliverable: Appraisal.

Task 14: Financing

Timeframe: October, 2004 to September, 2005

Objective: To establish a viable financing plan, including, if applicable, the servicing of ongoing operating losses.

Program: Assuming the City builds and operates the new complex, the Business Plan will estimate the capital costs and ongoing operating losses (profits). With the exception of unique Kingston site specific costs, capital and operating cost estimates will be based on actual experience with similar venues recently constructed or are about to be constructed. The cost of site acquisition and preparation will become more certain as we complete Tasks 5 thru. 12. In parallel with this process, funding alternatives will be explored. Included in this research will be the financing used by other cities, the financing options in "The Mayor's Large Venue Entertainment Centre Task Force" and the opportunity for linking this project to the recreation development plans of The Canadian Armed Forces or Queen's University. Finally, Council may have to choose between funding for this project and other potential projects.

Deliverable: A viable financing plan, supported by the community and approved by Council.

Task 15: Agreement with The Kingston Frontenacs

Timeframe: December, 2004 to May, 2005

Objective: As the primary tenant in the LVEC, to ensure the Frontenac's needs are addressed in the design/specifications for the facility, there is agreement on the division of construction costs and agreement in principle on a long term tenant agreement.

Program: The agreements reached by other new sports and entertainment facilities with their OHL tenants will be used as a basis for an equitable agreement between The Kingston Frontenacs and the City of Kingston.

Deliverable: A construction agreement and a long term tenant lease agreement.

Task 16: Complete Expression of Interest (EOI)

Timeframe: June, 2005 to August, 2005

Objective: Using a design build approach to construction, to find construction consortiums capable and willing to build the LVEC.

Program:: The EOI will be issued to construction consortiums with proven experience building sports and entertainment facilities. From this list, a maximum of four groups will be chosen to proceed to the RFP stage.

Deliverable: A short list of four construction consortiums.

Task 17: Complete Request for Proposal (RFP)

Timeframe: September, 2005 to January, 2006

Objective: To complete a design build construction agreement with a Gross Maximum Price (GMP) and guaranteed completion date.

Program: The RFP will have detailed functional specifications. Each of the four groups will be asked to respond to these specifications, including elevations and renderings. Prior to selecting the preferred group, a public showing of the concept drawings, elevations and renderings will be held. This will give the citizens of Kingston direct input on their choice for the preferred construction group.

Deliverable: A construction agreement.



CITY OF KINGSTON
REPORT TO LVEC STEERING COMMITTEE

Report No.: LV04-002

TO: Chair and Members of the Large Venue Entertainment Centre (LVEC) Steering Committee

FROM: Don Gedge, Director, LVEC Project

PREPARED BY: Charmaine Burrows, Executive Assistant to the CAO

DATE OF MEETING: 2004-10-19

SUBJECT: Appointment of Traffic & Parking Study Consultant

RECOMMENDATION TO COMMITTEE:

It is recommended that the appointment of the firm of CastleGlenn Consultants Inc. be considered by the LVEC Steering Committee for recommendation to City Council.

ORIGIN/PURPOSE:

The purpose of this report is to seek approval to engage a consultant to undertake the Traffic & Parking Study for the LVEC project.

OPTIONS/DISCUSSION:

We wish to engage the firm of CastleGlenn Consultants Inc. as a single source supplier for the following reasons:

- The firm offers directly applicable experience having undertaken a detailed transportation and traffic assessment of Kingston's Downtown Area and offers familiarity with such developments as:
 - the Block "D" site,
 - the North Block site; and
 - configuration changes being contemplated for the Ontario Street, Place D'Armes intersection.

- The CastleGlenn Team offers a keen understanding of the Wellington Street corridor and its potential integration into the surrounding Downtown area.

- The firm has completed traffic, parking, transportation and transit assessments on behalf of:
 - The Corel Centre in Ottawa -- The Corel Centre: Traffic and Parking Impact Evaluation (2004)
 - The Coventry Road Triple "A" Baseball – Plan of Development (2000)

- This experience is relevant in that the proposed 6,000 to 6,500 seat Large Venue Entertainment Centre (LVEC) complex intended for the 11.7 acre site on the Inner Harbour Lands adjacent to the Wellington Street Extension will mirror similar travel demand trends.

EXISTING POLICY/BY-LAW:

Purchasing By-Law No. 2000-134, Section 6.13 B

LINK TO STRATEGIC PLAN:

Culture, Recreation, Parks & Heritage
Economic Prosperity

FINANCIAL CONSIDERATIONS:

The cost of the study is \$50,000, half of which is included in the 2004 budget and half of which is being proposed in the 2005 budget.

CONTACTS:

Don Gedge	Director of LVEC Project	546-4291 ext. 1271
Speros Kanellos	Manager of Engineering	546-4291 ext. 3133

DEPARTMENTS/OTHERS CONSULTED AND AFFECTED:

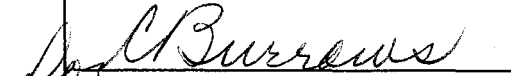
Department of Planning & Development Services, Engineering Division

NOTICE PROVISIONS:


N/A

APPENDICES:

Appendix A – Bio – Arthur Gordon, P.Eng, President of CastleGlenn Consultants Inc.



Don Gedge, Director
LVEC Project



Bert Meunier
Chief Administrative Officer

Project Team Leader, Roles and Expertise

Mr. Arthur Gordon, P.Eng., is President of **CastleGlenn Consultants Inc.** and will assume the role of **Project Manager** and oversee all aspects related to site impact analysis and assessment. Mr. Gordon offers extensive and proven experience throughout Canada over two decades being involved in numerous site impact assessment, transportation planning, traffic engineering, travel forecasting, transportation economics, alignment location-corridor studies, functional planning for transportation infrastructure and access management solutions.

Mr. Gordon provides extensive consulting management expertise in major transportation planning and transit engineering studies and has managed and directed large interchange, highway and municipal transportation infrastructure initiatives inclusive of master planning studies. He has been responsible for planning large venue entertainment facilities requiring detailed analysis of arterial roadway and transit impacts, establishment of existing and forecast travel patterns and assuring sound rationale and justification. Arthur's experience is diverse and includes life cycle analysis, road inventory, asset inventory & environmental assessment, transportation and transit economics, cost estimating and implementation systems.

Mr. Gordon offers a detailed understanding of the traffic engineering requirements from the perspective of planning and engineering design, as well as from a policy perspective, having been an active participant in numerous multi-jurisdictional agencies. Mr. Gordon is project manager for the Corel Centre Traffic, Parking and Transportation Impact Assessment and the Kanata Town Centre Transportation Study and the Coventry Road Plan of Development (*which includes the Triple "A" Stadium*). These studies requires significant insight into the transportation and parking impacts associated with future development and shared peak demand parking initiatives. This and other studies have involved an appreciation and understanding of Region-wide travel demand and route location initiatives which were sensitive to cycling, commuter routes and recreational pathways.

Firms Experience, Expertise and Relevant Projects

CastleGlenn Consultants Inc. is a transportation consulting firm formed in June 2001 with offices in Ottawa and Calgary. Since the short time of its creation, CastleGlenn has completed several large scale environmental assessments and functional design assignments addressing roadways, highways and interchanges. CastleGlenn prides itself in designing "tailor-made" solutions to each individual assignment that remain flexible, adaptable, address the impacts of local residential, commercial and institutional developments and satisfy Provincial and Federal requirements. The firm offers local experience having had the opportunity to work on the following projects.

- The firm offers directly applicable experience having undertaken a detailed transportation and traffic assessment of Kingston's Downtown Area and offers familiarity with such developments as:
 - the Block "D" site,
 - the North Block site; and
 - configuration changes being contemplated for the Ontario Street, Place D'Armes intersection.
- The CastleGlenn Team offers a keen understanding of the Wellington Street corridor and its potential integration into the surrounding Downtown area.
- The firm has completed a traffic, parking, transportation and transit assessments on behalf of:
 - The Corel Centre in Ottawa. The Corel Centre: Traffic and Parking Impact Evaluation (2004)
 - The Coventry Road Triple "A" Baseball – Plan of Development (2000)
- This experience is relevant in that the proposed 6,000 to 6,500 seat Large Venue Entertainment Centre (LVEC) complex intended for the 11.7 acre site on the Inner Harbour Lands adjacent to the Wellington Street Extension will mirror similar travel demand trends.

CastleGlenn Consultants offers a broad range of transportation and parking planning/facility design consulting services which involve; transportation planning for area studies, traffic engineering, environmental impact analysis and assessment studies, feasibility studies, transportation systems simulation modeling, survey methods and statistical analysis studies, transportation research and development, alternative route selection, preliminary, functional and detailed design, rehabilitation and reconstruction, as well as project management services. CastleGlenn Consultants planning and design capabilities also include multi-modal transportation network modeling and simulation of traffic and parking systems, traffic safety analysis, site access and evaluation planning, parking studies and parking facility design, road and rail corridor studies, as well as public consultation services. The bulk of CastleGlenn Consultants projects have been sited in urban areas with attendant restrictions on space, public concern, and the need for development of mitigation measures to preserve the environment. These constraints have been addressed by proposing innovative solutions while remaining sensitive to the requirements of complimentary modes of travel such as pedestrian and cycling activity.